# MISSOURI DIVISION OF FIRE SAFETY

STRATEGIC PLAN



### **VISION**

The Division of Fire Safety will be recognized as the premier provider for life and fire protection creating a safer environment for the citizens and visitors of Missouri by minimizing the threat of death, injury and property loss.

### **MISSION**

The Division of Fire Safety provides proactive statutory enforcement, regulatory oversight and education to protect all lives and property from the devastation of fires, explosions and life safety perils.

### **VALUES**

### RESPONSIBILITY

We are accountable to those we serve.

### INTEGRITY

We adhere to a strict ethical code.

### PROFESSIONALISM

We have a conscientious awareness of our role, image, skills and knowledge.

### FAIRNESS

We will serve all in a courteous, dignified and respectful manner.

### **DEDICATION**

We are committed to fulfilling the mandates set forth for the Division of Fire Safety with excellence.



## HISTORY OF THE MISSOURI DIVISION OF FIRE SAFETY

The Office of the State Fire Marshal was formed in 1972 by the 76<sup>th</sup> General Assembly. The Fire Marshal's Office was transferred to the Department of Public Safety by the Omnibus State Reorganization Act of 1974. In 1985, the State Fire Marshal's Office became known as the Division of Fire Safety.

The duties and responsibilities of the Division of Fire Safety have grown to include:

- 1) Conducting fire safety inspections of facilities licensed by the Department of Health, Department of Mental Health and the Division of Family Services.
- 2) Investigation of fires and explosions and explosives-related incidents.
- 3) Regulation of the use of commercial explosives in blasting operations and licensure of commercial blasters.
- 4) Regulation and issuance of permits for the use and sale of fireworks as well as licensure of operators of fireworks displays.
- 5) Providing in-depth professional development and accredited certification for emergency response personnel.
- 6) Administration of the state-wide National Fire Incident Reporting System.
- 7) Administration of the State Fire Mutual Aid System.
- 8) Inspection and issuance of permits for boiler and pressure vessels.
- 9) Inspection and issuance of state operating permits for elevators, escalators and related equipment.
- 10) Inspection and issuance of operating permits for amusements rides.
- 11) Evaluation and issuance of practicing licenses for private fire investigators, boiler inspectors, elevator inspectors and amusement ride inspectors.
- 12) Administration of a fire department surplus equipment donation and distribution system authorized by Missouri statute.
- 13) Providing statewide fire mutual aid radio frequency authorization to first responders.



# STRATEGIC GOALS OF THE MISSOURI DIVISION OF FIRE SAFETY

### STRATEGIC GOAL 1 - SAFETY

Reduce the threat of death and injury to the citizens of Missouri and its visitors.

### STRATEGIC GOAL 2 - SERVICE

Employ new technologies to better perform the duties of the Division and enhance the effectiveness and efficiency of the Division's workforce.

### STRATEGIC GOAL 3 - SECURITY

Increase the security of the State of Missouri through enhanced measures to detect, deter and respond to the threat of terrorism and all-hazard incidents to include natural and manmade disasters.

### STRATEGIC GOAL 1

• REDUCTION OF THE THREAT OF DEATH AND INJURY TO THE CITIZENS OF MISSOURI AND ITS VISITORS.

## Objective 1.1: - A 3% reduction in the reported injuries and deaths related to the Division of Fire Safety's duties and functions by 2012.

### Strategies:

- 1.1.1 Increase professional development and certification of public safety professionals.
- 1.1.2 Develop a means to track accidental fires to identify preventable causes.
- 1.1.3 Begin development of a partnership with local governments, fire service agencies and industry to establish the need and promote the benefits of a statewide fire and building code.
- 1.1.4 Identify and adopt stricter standards for persons installing, repairing or maintaining equipment permitted to operate by the Division.
- 1.1.5 Pursue state licensing requirements for the installation and maintenance of fire protection systems and equipment.
- 1.1.6 Train and evaluate persons licensed, certified, or approved within the scope of the statutory authority of the Division.
- 1.1.7 Work with local agencies and organizations to build youth firesetter intervention coalitions.
- 1.1.8 Pursue statewide compliance to ensure all localities meet or exceed state law and regulations within Division regulatory programs.
- 1.1.9 Establish, promote and coordinate public safety education.
- 1.2.0 Pursue opportunities to enhance public safety resources.

### **Outcome Measures:**

- The number of persons injured or killed in incidents within the scope and authority of the Division's programs.
- The accurate accounting of the number of preventable fire causes in the State.
- The number of fire safety education events conducted.
- The number of fire safety coalitions formed in the state.
- The number of individuals licensed/certified as installers of fire protection equipment.

### **Objective measures:**

- Percentage decrease in injuries and deaths in incidents within the scope and authority of the Division's programs.
- Percentage reduction in accidental fire causes.
- The increase in public safety education events conducted by Division personnel.
- Percentage increase in public safety professionals trained and certified.

### **Output Measures:**

- Number of additional inspections conducted.
- Number of staff-hours spent on fire safety education.
- Types of preventable fire causes identified.
- Comparison of injury/death rates from previous years.
- Comparison of levels of certification.
- Number of persons attending training and obtaining certification.

### STRATEGIC GOAL 2

# EMPLOY NEW TECHNOLOGIES TO BETTER PERFORM THE DUTIES OF THE DIVISION AND ENHANCE THE EFFECTIVENESS AND EFFICIENCY OF THE DIVISION'S WORKFORCE.

## Objective 2.1 - Improve efficiency and productivity of the Division through the use of technology.

### **Strategies:**

- 2.1.1 -Pursue opportunities for the implementation of mobile information devices for field inspections.
- 2.1.2 Improve connectivity of employees through the use of wireless devices to include two-way messaging and wireless communications.
- 2.1.3 Utilize web-based systems for Division functions.
- 2.1.4 Explore new technological developments to enhance the Division's ability to provide services to customers.

# Objective 2.2 – Ensure all levels of staff are familiar with the Division's policies and procedures in an effort to promote effective communication and efficiency.

### Strategies:

- 2.2.1 Offer periodic training to Division staff on various sections of policy and procedure manual to promote consistency.
- 2.2.2 Assign staff to a policy review team and schedule reviews of Division policies.
- 2.2.3 Implement new employee orientation procedures and continued training programs to further enhance and promote professional development of all Division personnel.

## Objective 2.3 – Continue efforts to bring pay parity of Division personnel equivalent to that offered in the private and public sector.

### **Strategies:**

- 2.3.1 Identify private and public sector salary levels for like-duty positions to be used for future salary guidelines.
- 2.3.2 Obtain budget funding for competitive employee recruitment, pay increases and retention.

## Objective 2.4 – Develop standard evaluation methods available to all persons utilizing services offered by the Division.

- 2.4.1 Provide access to evaluations on the Division's web site.
- 2.4.2 Follow-up on evaluations where a need for improvement is indicated within a specific Division program.

### **Outcome Measures:**

- The staff-hours spent on report submissions.
- The expenditures on toll telephone calls.
- The time and expense directed to the paper filing system.
- The use of procedural guidelines.
- The number of employees retained over a 5 year period.
- The satisfaction of the Division's customers.

### **Objective Measures:**

- Percentage reduction in staff-hours spent on inspection report submissions.
- Fiscal reduction in toll call charges.
- Percentage decrease in turn-over rate of Division employees.
- The total number of evaluations returned or submitted for review.

### **Output Measures:**

- Comparison of productivity measures regarding inspection report submission and data entry.
- Dollars saved on toll call expenses.
- Increase of employee retention within the Division.
- Recognition of satisfactory appraisals in regard to Division practices and services.

### STRATEGIC GOAL 3

INCREASE THE SECURITY OF THE STATE OF MISSOURI THROUGH ENHANCED MEASURES TO DETECT, DETER AND RESPOND TO THE THREAT OF TERRORISM AND ALL-HAZARD INCIDENTS TO INCLUDE NATURAL AND MANMADE DISASTERS.

### Objective 3.1 - Enhance programs offered relating to threats from all hazards.

### Strategies:

- 3.1.1 Continued use of canine programs.
- 3.1.2 Provide opportunities and resources to our customers to assist in the recognition and mitigation of all hazards.
- 3.1.3 Provide opportunities to public safety professionals for the exchange and analysis of intelligence.
- 3.1.4 Continual evaluation and update of the State Fire Mutual Aid System.
- 3.1.5 Continual review of state training programs to ensure all-hazard response courses are offered.

## Objective 3.2 - Support and increase state-wide interoperability with federal, state and local entities

### Strategies:

- 3.2.1 Continue to require NIMS and ICS training to all Division staff at appropriate level.
- 3.2.2 Maintain and promote interoperable communications capabilities with all public safety agencies.
- 3.2.3 Work with all state and local public safety agencies to identify ways to coordinate emergency responses.

### **Outcome Measures:**

- The number of programs being utilized by the Division's customers.
- The number of courses offered by the Division pertaining to terrorism and various hazards.
- The number of employees trained in NIMS or ICS.
- The number of licenses granted for interoperable radio frequencies.
- The number of meetings held concerning Statewide Fire Mutual Aid.

### **Objective Measures:**

- Percentage increase in canine team responses/activities.
- Increase in the intelligence reports gathered from public safety partners.
- Changes and periodic reviews of the Fire Mutual Aid System.
- Increase in number of meetings held with Mutual Aid Coordinators.

### **Output Measures:**

- Increase in supporting crime scene evidence of investigations involving criminal activities.
- Number of fire departments actively engaged in intelligence reporting process.
- An updated, current and effective Statewide Mutual Aid response guide.
- Increase in participation in the mutual aid process by local agencies.
- Increase in number of radio frequency sharing agreements affected.
- Increase in number of partners/customers utilizing Division programs.